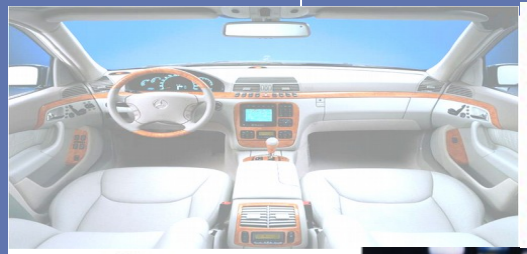
SEI SCAMPI B/C Project: A Partner's Perspective



Larry McCarthy
Motorola Point-of-Contac

3rd CMMI Technology Conferenc
Hyatt Regency Tech Center, Der
November 17-20, 2003

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Agenda Topics

- **The SEI's SCAMPI B/C Project**
- **Motorola Pilot Examples**
- **Learning and Opportunities**
- **What's Next**

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Why the SCAMPI B/C Project?

- **Industry needs…**

- **SEI needs…**

ARC - Appraisal Requirements for CMMI

Characteristics	Class A	Class B	Class C
Amount of Objective Evidence Gathered (relative)	High	Medium	Low
Ratings Generated	Yes	No	No
Resource Needs (relative)	High	Medium	Low
Team Size (relative)	Large	Medium	Small
Appraisal Team Leader Requirements	Lead appraiser	Lead appraiser or Person trained and experienced	Person trained or experienced

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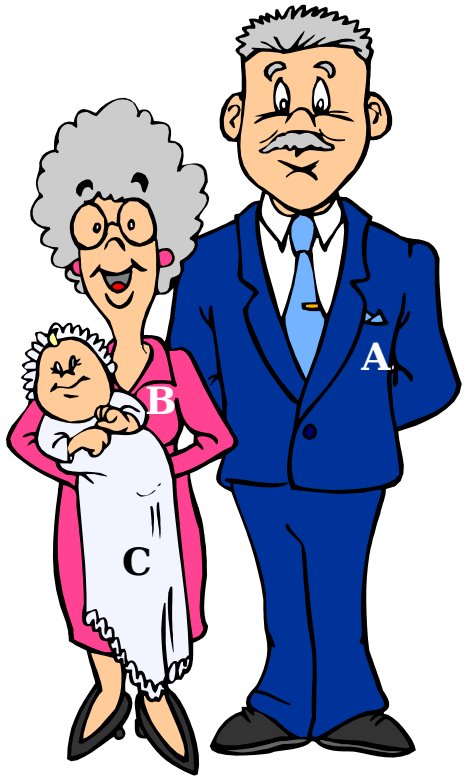
The SEI's Vision of a "Family of Appraisal Methods"

Appraisal methods that:

- meet the requirements and constraints of the ARC
- produce "upwardly compatible" outputs
- reduce overall appraisal effort
- match the organization's needs



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The SCAMPI B&C Collaboration

- DoD Acquisition
- Honeywell
- Intel
- Lockheed Martin
- Motorola

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Project Charter

1. Purpose
2. Team Members & Stakeholders
3. Scope
4. Goals / Outcomes
5. Project attributes & Ground Rules
6. Sign-off

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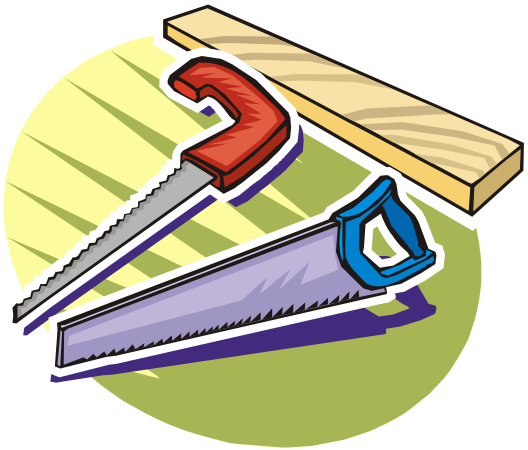
Work Products

- ✓ Requirements – ARC, User Needs
- ✓ Appraisal Types
- ✓ Framework Document
- ✓ Prototype Pilot Methods & Reports
- Method Descriptions
- Training Assets
- Release Support



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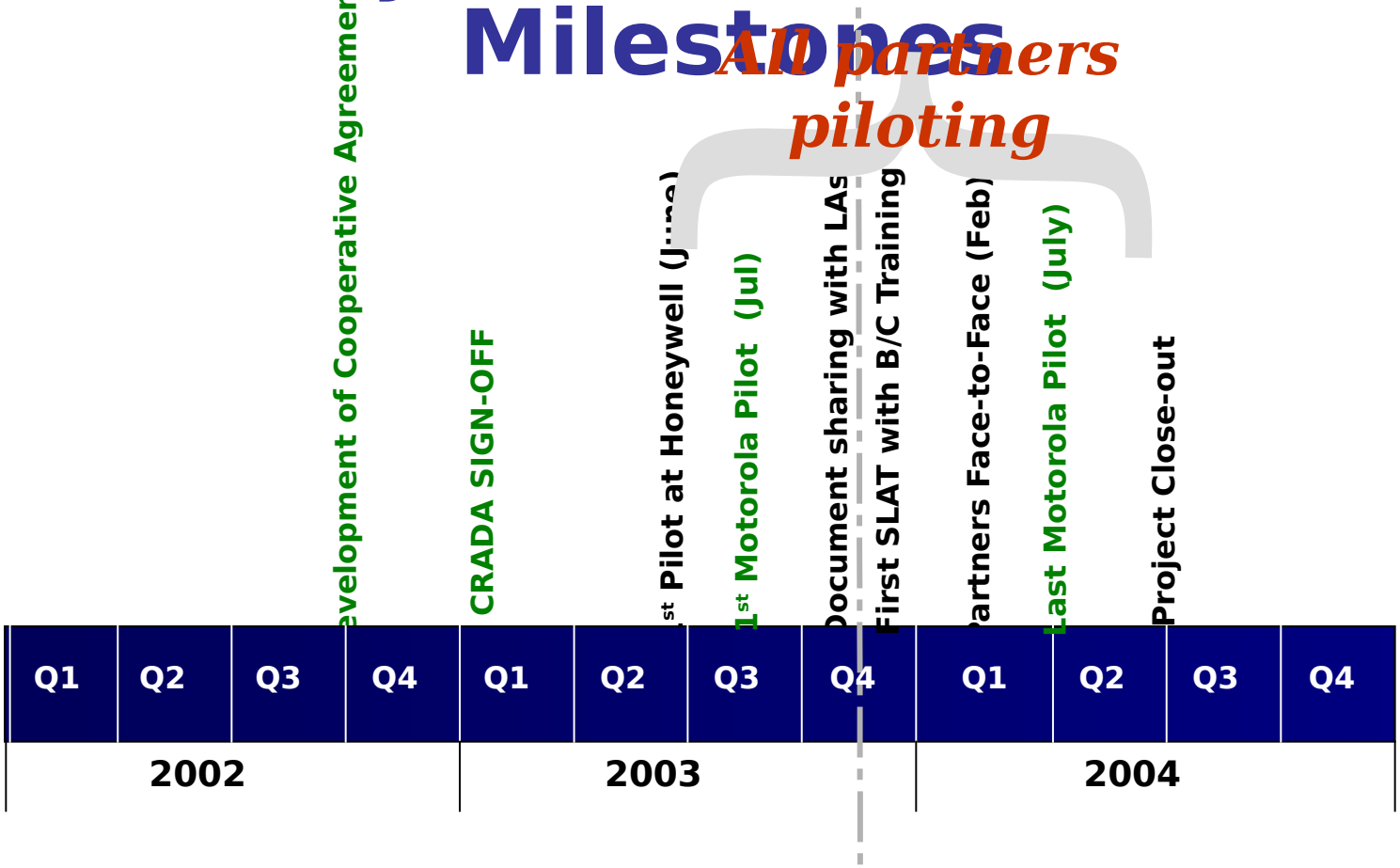
Project Timeline and Milestones



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Appraisal Types

- Getting Started
- ✓ Mini-appraisal
- Gap Analysis
- ✓ Improvement Monitoring
- Delta Appraisal
- Incremental Appraisal
- Benchmarking Appraisal

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Project Pilots – Motorola Examples

- **GSG Canada –** SCAMPI C (July)
  - CMM L5 organization targeting Engineering PAs
- **GSG Canada –** SCAMPI B (December)
  - Monitor improvements over 5 months since SCAMPI C
- **CGISS UK –** SCAMPI C (November)
  - Baseline status of practices in target profile, identify actions
- **CGISS COP –** SCAMPI C (November)
  - Baseline target profile in a small hardware engineering organization

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Project Pilots – Motorola Examples (2)

GSG Canada

- **Overview**
  - **Mature CMM L5 operation**
  - **Transitioning to CMMI**
  - **Cover Engineering and "new" PAs**
  - ***Purpose: to baseline current practices***
- **SCAMPI C Appraisal**
  - **4.5 days, ~8 participants, team size of 6**
  - **Covered 10 PAs, ~3hrs/PA**
  - **PIIDs with embedded findings, risk matrix**

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Internal Pilots – Motorola Examples

- **GSG Russia**
  - **Mature CMM L5 operation**
  - **Transitioning to CMMI**
  - ***Purpose: to baseline current practices***

- **GSG Chile**
  - **New, small Center, no rating**
  - **Planning for CMM assessment**
  - ***Purpose: to baseline current practices***

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Internal Pilots: Motorola Examples (2)

- **GSG Russia**
  - **4.5 days, ~30 participants, team size of 3**
  - **Cover 22 PAs, ~3hrs/PA**
  - **PIIDs with embedded findings, risk matrix**
- **GSG Chile**
  - **2.5 days, ~15 participants, team size of 2**
  - **Cover 18 KPAs, ~2hrs/KPA**
  - **PIIDs with embedded findings, risk matrix**

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Motorola Internal Pilot Products

SCAMPI Plan/Schedule

Begin	End	Duration	Activity	Location	Participants
MONDAY, October 20, 2003					
10:00 AM	11:00 AM	1:00	Kick-offMeeting	Presentation room with projector	All participants and invited staff
11:00 AM	12:00 PM	1:00	Participants Training - Presentation	Presentation room with projector	All participants (appraisers, subject matter experts)
12:00	1:00 PM	1:00	Participants Training - Practice	Presentation room with projector	All participants (appraisers, subject matter experts)
1:00 PM	**2:30 PM**	**1:30**	**Lunch**		
2:30 PM	5:30 PM	3:00	Session 1: RM Session 2: SAM Session 3: MA	(3 separate areas and workstations)	Mini-Team A: LM, SMEs, MEDA Mini-Team B: SC, SMEs, MEDA Mini-Team C: DH, SMEs, MEDA
5:30 PM	7:30 PM	2:00	Wrap-up	Team work room	Appraisal Team
TUESDAY, October 21, 2003					
Begin	End	Duration	Activity	Location	Participants
10:00 AM	1:00 PM	3:00	Session 4: VER Session 5: TS Session 6: PI	(3 separate areas and workstations)	Mini-Team A: LM, SMEs, MEDA Mini-Team B: SC, SMEs, MEDA Mini-Team C: DH, SMEs, MEDA
1:00 PM	**2:30 PM**	**1:30**	**Lunch**		
2:30 PM	5:30 PM	3:00	Session 7: RD Session 8: VAL Session 9: RSKM	(3 separate areas and workstations)	Mini-Team A: LM, SMEs, MEDA Mini-Team B: SC,SMEs, MEDA Mini-Team C: DH,SMEs, MEDA
5:30 PM	7:30 PM	2:00	Wrap-up	Team work room	Appraisal Team
WEDNESDAY, October 22, 2003					
Begin	End	Duration	Activity	Location	Participants
10:00 AM	1:00 PM	3:00	Session 10: IPM Session 11: DAR Session 12: QPM	(3 separate areas and workstations)	Mini-Team A: LM, SMEs, MEDA Mini-Team B: SC, SMEs, MEDA Mini-Team C: DH, SMEs, MEDA
1:00 PM	**2:30 PM**	**1:30**	**Lunch**		
2:30 PM	5:30 PM	3:00	Session 13: OPP Session 14: CAR Session 15: OID	(3 separate areas and workstations)	Mini-Team A: LM, SMEs, MEDA Mini-Team B: SC, SMEs, MEDA Mini-Team C: DH, SMEs, MEDA
5:30 PM	7:30 PM	2:00	Wrap-up	Team work room	Appraisal Team
THURSDAY, October 23, 2003					
Begin	End	Duration	Activity	Location	Participants
10:00 AM	1:00 PM	3:00	Session 16: Low Priority PA Review	Team work room	Appraisal Team
1:00 PM	**2:30 PM**	**1:30**	**Lunch**		
2:30 PM	5:30 PM	3:00	Analysis & Outbriefing Preparation	Team work room	Appraisal Team
5:30 PM	7:30 PM	2:00	Wrap-up	Team work room	Appraisal Team
FRIDAY, October 24, 2003					
Begin	End	Duration	Activity	Location	Participants
9:00 AM	12:00 PM	3:00	Analysis & Outbriefing Preparation	Team work room	Appraisal Team Members
12:00 PM	**1:30 PM**	**1:30**	**Lunch**		
1:30 PM	3:30 PM	2:00	Outbriefing Meeting	Presentation room with projector	All participants and invited staff
3:30 PM	5:00 PM	1:30	Postmortem	Team work room	Appraisal Team

Compliance Risk Matrix

PA ->
RM RD TS PI VE VAL MA DAR CAR OPP OID QPM RSKM IPM SAM PP PMC CM PPQA OPF OPD OT
Specific Goal 1
SP1.1-1 SP1.1-2 SP1.2-1 SP1.2-2 SP1.3-1 SP1.3-2 SP1.3-3 SP1.4-1 SP1.4-2 SP1.5-1 SP1.6-1 SP1.7-1
Specific Goal 2
SP2.1-1 SP2.2-1 SP2.2-3 SP2.3-1 SP2.3-2 SP2.3-3 SP2.4-1 SP2.4-3 SP2.5-1 SP2.6-1 SP2.7-1 SP2.8
Specific Goal 3
SP3.1-1 SP3.2-1 SP3.2-2 SP3.3-1 PS3.4-1 SP3.4-3 SP3.5-1 SP3.5-2
PP, PMC, CM, PPQA, OPF, OPD, OT were identified as low priority PAs.
No rating was performed but notes were entered into the PIID. See the specific PIID for information.

PIID

Practice Implementation Indicator Documents

CMMI Feature	Description	Work Product Reference	Work Product Name	Comments	Risk
TS SG 1	Product or product-component solutions are selected from alternative solutions			**Generic comment for TS guidelines: Make more clear what is mandatory and what is optional (carefully study all SHOULD and SHALLs in TS guidelines) so that all CMMI practices are covered unambiguously.**	
TS SP 1.1-1	Develop alternative solutions and selection criteria	c\srio\doc\hld\RIO_PM	Technical Solution Guideline: http://sqe.spb.mot.com/processyob/process/guidelines/ts_guideline.pdf Architectural Meeting Minutes http://sqe.spb.mot.com/processyob/template/project/Text/arch_meeting_minutes.txt	TS guidelines define criteria; Not yet fully deployed	Medium
TS SP 1.1-2	Develop detailed alternative solutions and selection criteria.	c\srio\doc\hld\RIO_PM	Technical Solution Guideline: http://sqe.spb.mot.com/processyob/process/guidelines/ts_guideline.pdf Architectural Meeting Minutes http://sqe.spb.mot.com/processyob/template/project/Text/arch_meeting_minutes.txt	The process to develop alternate solutions defined in the guidelines with selection criteria; to be fully deployed	Medium
TS SP 1.2-2	Evolve the operational concept, scenarios, and environments to describe the conditions, operating modes, and operating states specific to each product component	OLCC for EBTS Phase 1\den_projects\olcc_ph1\acg\doc\hld	Functional Specification Template "Operational Scenarios" http://sqe.spb.mot.com/processyob/template/project/func-spc.doc	Operational scenarios part of template for functional sepcifications. To be fully deployed	Medium

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Key Learning from the Project

- **Strong reuse of SCAMPI assets and thinking reinforces values of the appraisals**
- **Level of focus (detail) in the SCAMPI C's held have been valued by the organizations and the appraisal teams**
- **The collaborative nature of the SCAMPI C's held have been useful to teach and mentor the participants**
- **Correlation in CMM / CMMI maturity (and it's assessment)**

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Key Opportunities for the Project

- **Continuously improve the coordination of the limited project resources in order to meet the project's objectives and timeline**
- **Start to define the methods being used as soon as possible**
- **Begin to discuss and draft the "rules" for SCAMPI B/C (e.g., who can lead a SCAMPI B?)**
- **Define specific measures to support the release and use of the methods**

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What's next

- Complete the planned pilots
- Continue to capture learning
- Define the SCAMPI B/C methods
- Release the methods to the Industry

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Questions & Contact Info

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